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09625774	Not Issued	120	07/26/2000	Automating time sequenced tasks	CROHN, MARK IRA

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#5	(checklist and date and action<IN>metadata)
#6	(checklist and date and action<IN>metadata)
#7	(checklist and date and action<IN>metadata)
#8	(monitor and checklist and progress and date<IN>metadata)
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#14	((managing tasks and checklist)<IN>metadata)
#15	managing sequence of tasks and checklist
#16	(managing sequence of tasks <IN>metadata)
#17	managing sequence of tasks and checklist
#18	(tasks and follow-up<IN>metadata)

#19	(((tasks and follow-up<in>metadata))<AND> (date<in>metadata))
#20	(GUI and tasks<IN>metadata)
#21	(((gui and tasks<in>metadata))<AND>(monitor<in>metadata))
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1. ☐ **Teaching software project management: a response–interaction approach** • ARTICLE
Journal of Systems and Software, Volume 49, Issues 2-3, 30 December 1999, Pages 145-148
Michael G. Murphy
SummaryPlus | Full Text + Links | PDF (60 K)

Southern Polytechnic State University has recently implemented a new Master of Science in Software Engineering degree, which includes a course in Software **Project Management** in its core requirements. This paper addresses an innovative approach to teaching this course through what is described as response–interaction. Also included are the results of the first offering of this course.

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2. ☐ **Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria** • ARTICLE
International Journal of Project Management, Volume 17, Issue 6, December 1999, Pages 337-342
Roger Atkinson
SummaryPlus | Full Text + Links | PDF (162 K)

This paper provides some thoughts about success criteria for IS–IT **project management.** Cost, time and quality (The Iron Triangle), over the last 50 years have become inextricably linked with measuring the success of **project management.** This is perhaps not surprising, since over the same period those criteria are usually included in the description of **project management.** Time and costs are at best, only guesses, calculated at a time when least is known about the project. Quality is a phenomenon, it is an emergent property of peoples different attitudes and beliefs, which often change over the development life-cycle of a project. Why has **project management** been so reluctant to adopt other criteria in addition to the Iron Triangle, such as stakeholder benefits against which projects can be assessed? This paper proposes a new framework to consider success criteria, The Square Route.

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3. ☐ **Internal changes and project management structures within enterprises** • SHORT COMMUNICATION
International Journal of Project Management, Volume 17, Issue 6, December 1999, Pages 367-376

Éric Alsène
SummaryPlus | Full Text + Links | PDF (211 K)

Among the types of **project management** structure distinguished in the literature, the project structure appears to be the most appropriate for carrying out internal change projects within enterprises, which are rather broad in scope—i.e., when various departments, or a significant number of people in the enterprise, are affected. Few enterprises use this structure, however. The objective of this article is to contribute to a better understanding of this phenomenon. Three recent internal change projects in large enterprises, where the project structure was hardly used, are studied (the transformation of a factory into focused factories, the institution of a succession program, the implementation of a new process control system in a new plant). This study reveals that the problem is both real and serious, and that it has nothing to do with any particular flaw in the structure, but rather with the culture of the enterprise and the pressures towards conformity that exist there.

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4. ☐ **In the 25 years since The Mythical Man-Month what have we learned about project management?** • ARTICLE
Information and Software Technology, Volume 41, Issue 14, 5 November 1999, Pages 1021-1026
J. M. Verner, S. P. Overmyer and K. W. McCain
SummaryPlus | Full Text + Links | PDF (111 K)

This paper discusses Brooks' *The Mythical Man-Month*, a landmark work in the software **project management** field, and compares the software **project management** advice given there with practices employed some 25 years later. To find out the state of today's practice 20 experienced software developers were interviewed regarding their impressions of factors leading to success or failure of software development projects. Their observations are compared with the points raised by Brooks in his seminal work.

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5. ☐ **Project management: a methodology for success**
Hospital Materiel Management Quarterly, Volume 21, Issue 2, November 1999, Pages 83-89
Zimmer, B T
Abstract-MEDLINE

Project management's ultimate measurement is the successful integration of new technology into the culture of the organization. The first and most crucial step in any implementation is the specification and subsequent selection of the equipment or technology. It is important to make the "right" choice--one where the technology provides value-added services to the users so it helps them do their jobs better now and in the future. Making a "wrong" choice can severely impact even the best-managed implementation (and project managers' careers). There is simply no margin for error--so getting it right the first time is not merely an option, it is a prerequisite for success. [Journal Article; In English; United States]

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6. ☐ **Strategies for successful research project management**
Nursing Leadership Forum, Volume 4, Issue 1, Fall 1999, Pages 26-31
Lenz, E R
Abstract-MEDLINE

Beginning researchers may not fully appreciate the complexity of implementing a study, or the degree of rigor and precision involved. Successful **project management** requires careful planning, conscientious follow-through, and continuous monitoring.

Several aspects of project implementation are discussed: defining roles and responsibilities of project personnel, overseeing progress of the project, planning and managing the budget, and record keeping. Concrete strategies are provided, with the emphasis being on proactive approaches that prevent problems rather than on reactive crisis management. [Journal Article, Review, Review, Tutorial; 11 Refs; In English; United States]

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7. ☐ **Resource levelling for projects with schedule-dependent time windows** • ARTICLE
European Journal of Operational Research, Volume 117, Issue 3, 16 September 1999, Pages 591-605
K. Neumann and J. Zimmermann
Abstract | Abstract + References | PDF (265 K)

The paper presents polynomial heuristic procedures for different types of resource levelling problems for projects with minimum and maximum time lags between project activities. Both problems without and with explicit resource constraints are treated. Thus far, only pseudopolynomial heuristics for special resource levelling problems without maximum time lags and resource constraints have been proposed. An experimental performance analysis shows that the new heuristics approximately solve problem instances with up to 500 activities and five resources within reasonable computing time.

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8. ☐ **Project selection criteria by strategic orientation** • ARTICLE
Information & Management, Volume 36, Issue 2, August 1999, Pages 63-75
James J. Jiang and Gary Klein
SummaryPlus | Full Text + Links | PDF (131 K)

One information planning decision involves project selection from among a portfolio of options. This involves multiple steps, including selection and weighting of alternatives. Choice and weighting on criteria become crucial in the selection of the projects to pursue. A survey conducted by the authors found that organizations with an expectation of future IS importance rely heavily on organizational goals, management support and environmental factors. Organizations with low strategic expectations of IS rely more heavily on management support, political considerations, and risk. The results allow managers to position selection criteria according to their strategic use of information technology.

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9. ☐ **The National Sentinel Audit Project on the management of dyspepsia and H. pylori**
The British Journal Of General Practice: The Journal Of The Royal College Of General Practitioners, Volume 49, Issue 443, June 1999, Page 488
Farrington, M; Masterman, A
Abstract-MEDLINE

[Letter; In English; England]

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10. ☐ **A practical use of key success factors to improve the effectiveness of project management** • ARTICLE
International Journal of Project Management, Volume 17, Issue 3, June 1999, Pages 139-145
Angela Clarke
SummaryPlus | Full Text + Links | PDF (709 K)

In a world where change is becoming increasingly important, tools such as **project**

management, if used properly, can provide a useful way for organisations to manage that change effectively. Whilst there is a clear understanding of the need to achieve the required cost, time and quality objectives, surprisingly little is published on how these objectives can practically be met. Furthermore, many of the major issues and problems concerning **project management** in practice can detract from the main objectives of the project.

This paper aims to show how, by focusing on number of key success factors, such problems can be overcome or minimised. The problems addressed here are based on observations from an aerospace engineering company. However, they are typical of those seen in a variety of organisations who use **project management** for managing change.

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11. ☐ **The Just-In-Time implementation project** • ARTICLE
International Journal of Project Management, Volume 17, Issue 3, June 1999, Pages 171-179
René Gélinas
SummaryPlus | Full Text + Links | PDF (503 K)

The main goal of JIT implementation is to solve problems, to find solutions. Most of the time, JIT is described as waste elimination at all levels, as a means of maximising high-added value activities payoff or to minimise low-added value activities impact. The firm that wants to implement JIT also wants to know the cost and length of this process and its related activities. But above all, the firm certainly wants a successful implementation at the first attempt and an implementation process that perfectly suits that firm's needs. **Project management** provides a framework capable of monitoring the complex JIT implementation process: it is a management tool developed for planning, controlling, and monitoring an intricate set of non-repetitive activities and within this paper, it is applied to JIT implementation.

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12. ☐ **Assessment of automated primary screening on PAPNET of cervical smears in the PRISMATIC trial. PRISMATIC Project Management Team**
Lancet, Volume 353, Issue 9162, April 24, 1999, Pages 1381-1385
Abstract-MEDLINE

BACKGROUND: New technology for computer-assisted screening of cervical smears that uses neural networks could potentially decrease numbers of screening errors and improve productivity. We assessed an interactive automated system (PAPNET) for primary screening of cervical smears. METHODS: In January, 1997, the National Health Service research and development programme sponsored a multicentre trial to investigate the use of PAPNET for classification of routine cervical smears as negative or needing further microscopic review. compared with conventional primary screening. The study complied with international standards for assessment of automated cervical screening systems. 21,700 smears were analysed by the two methods and were classified as inadequate, negative, mild, moderate, or severe dyskaryosis, invasion, glandular neoplasia, and borderline nuclear changes. 2906 abnormal smears and 298 negative smears were sent for independent cytological review (gold standard). We calculated sensitivity and specificity relative to the findings of the independent review. FINDINGS: Agreement of 89.8% between the two methods was shown for all classifications of smears that were adequate for reporting. The sensitivity was similar for correctly identified abnormal smears on PAPNET-assisted (82%) and conventional screening (83%). PAPNET-assisted screening showed significantly better specificity (77%) than conventional screening (42%) for identification of negative smears. The total mean time for screening and reporting for conventional screening was 10.4 min per smear, and for PAPNET-assisted screening was 3.9 min. INTERPRETATION: Use of PAPNET-assisted screening could increase quality and productivity. We

recommend carefully organised and controlled development projects for the introduction of PAPNET-assisted primary screening of cervical smears. [Clinical Trial, Journal Article, Multicenter Study; In English; England]

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13. ☐ **Technical controlling in software development** • ARTICLE
International Journal of Project Management, Volume 17, Issue 1, February 1999, Pages 17-28
Christof Ebert
Abstract | PDF (1280 K)

Collecting and analyzing metrics is critical to objectively identifying and quantifying process improvements. Technical controlling of software projects is introduced as a comprehensive controlling activity concerned with identifying, measuring, accumulating, analyzing and interpreting project information for strategy formulation, planning and tracking activities, decision-making, and cost accounting. Progress metrics are particularly relevant for having insight into projects and at the same time into process improvements. This article focuses on introducing and maintaining a corporate program for technical controlling in a highly distributed large organization. Experiences are shared that show how technical controlling closely relates and thus supports an ongoing software process improvement initiative. Results from Alcatel Telecom's Switching System Division are included to show practical impacts.

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14. ☐ **On creating organizational support for the Project Management Method** • ARTICLE
International Journal of Project Management, Volume 17, Issue 1, February 1999, Pages 47-53
Thomas G. Johns
Abstract | PDF (653 K)

There is an unmistakable trend in international organizations toward using project teams as building blocks through which its business is conducted. With this trend, management's role is being redefined to that of providing *organizational support* to project teams in addition to providing strategic vision and direction. Given appropriate management support, such project teams are capable of attaining remarkable performance. Described in this paper are keys to creating such organizational culture, three examples of world-class companies where effective *organizational support* for **project management** has been provided through the use of Executive Management Committees, and early results of an ongoing survey of *organizational support* for **project management.** Also described are steps found to be effective in implementing the ***Project Management*** *Method* and *organizational support.*

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15. ☐ **Company-wide project management: the planning and control of programmes of projects of different type** • ARTICLE
International Journal of Project Management, Volume 17, Issue 1, February 1999, Pages 55-59
John H Payne and J Rodney Turner
Abstract | PDF (435 K)

It has been perceived wisdom that where an organisation is undertaking a portfolio of projects, they should use a common approach to the management of all projects in the programme. Presumed benefits include comparable progress reporting, and consistent calculation of resource requirements enabling sharing of resources. People can also move freely between projects without having to learn a new management approach. However, research undertaken by the authors show that people more often report better results for their projects when they tailor the procedures to the type of project they are working on, matching the procedures to the size of the project, or the type of resource

working on the project. In this paper, the authors report their findings and give an explanation of why, on many projects, it may be better to tailor procedures. Since it is still worthwhile to obtain some consistency of **project management** approach to achieve the benefits above, the authors suggest how to adopt a consistent approach at the strategic level, while tailoring the procedures at the tactical or detail level. They give an example of the use of this approach on the planning and control of a project from their own experience.

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16. ☐ **An analysis method in project management using primal-dual relationships** • ARTICLE
International Journal of Project Management, Volume 16, Issue 5, October 1998, Pages 321-327
Sevkinaz GümüsogluHülya Tütek
Abstract | Abstract + References | PDF (548 K)

In the analysis of network models, project evaluation and review technique (PERT) and critical path method (CPM) are the methods which have been widely applied to industrial project planning and control in practice. PERT which is a large scale model, analyzes the project using a standard forward-backward analysis method. Further, quantitative models have been developed for shortening total project time by determining appropriate activities for crashing with a minimum cost. In this study; to solve the project planning and control problems, a new method of analysis is introduced with the help of the LP model using primal-dual relationships. This method, tested on middle scale problems has proved to be more efficient in terms of mathematical calculations than traditional PERT-CPM solutions, simplex solutions to LP formulation and Out-of-Kilter method. The method of analysis proposed has been applied to a holiday village project with a 370 bed capacity. The result is a minimum cost program with the total project time of 10 months.

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17. ☐ **Project management skills**
AAOHN Journal: Official Journal Of The American Association Of Occupational Health Nurses, Volume 46, Issue 8, August 1998, Pages 391-403; quiz 404-405
Perce, K H
Abstract-MEDLINE

1. **Project management** skills are important to develop because occupational and environmental health nurses are increasingly asked to implement and manage health related projects and programs. 2. **Project management** is the process of planning and managing project tasks and resources, and communicating the progress and results. This requires the coordination of time, tasks, equipment, people, and budget. 3. Three main critical skill areas are needed to be an effective project manager: behavioral skills such as negotiation, conflict resolution, and interpersonal problem solving; use of **project management** tools to manage project tasks and resources; and effective communication skills. [Journal Article, Review, Review, Tutorial; 8 Refs; In English; United States]

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18. ☐ **Development of an intelligent task management system in a manufacturing information network** • ARTICLE
Expert Systems with Applications, Volume 15, Issue 2, August 1998, Pages 165-179
H. C. W. Lau, S. K. Tso and J. K. L. Ho
Abstract | PDF (1756 K)

Recent research related to agent-based systems has seen significant advances made in terms of the 'intelligence' level of collaborative and autonomous features of agents with a number of proposed frameworks reported in contemporary publications.

However, the automatic decomposition of job requests into basic tasks to be carried out by relevant agents, which enhances the 'intelligence' level of the system, has not received as much attention as it deserves. This article presents an Intelligent **Task Management** System (ITMS) which can usefully be deployed in a manufacturing information network. It comprises a rule-based inference mechanism responsible for the division of a client's job request into basic tasks and an Object-Oriented Virtual Agent (OOVA) module created using object-oriented technology for achieving automatic task decomposition and assignment. The prototype program of this ITMS has been developed and then tested in an emulated manufacturing environment, using CLIPS as the tool for building the rule-based program and Visual Basic 5 for constructing the OOVA module. It is expected that the experience of developing and implementing the ITMS may be useful for the design of the next generation of collaborative agent-based systems to be adopted in a manufacturing information network. In this article, details related to the structure, design and implementation of the ITMS are covered with actual program codes included. Further, a methodology for the design of the Rule-based Inference Mechanism (RIM) is also presented.

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19. ☐ **Towards a smart project management information system** • ARTICLE
International Journal of Project Management, Volume 16, Issue 4, August 1998, Pages 249-265
Ali Jaafari and Kitsana Manivong
Abstract | Abstract + References | PDF (1811 K)

The focus in this work is on the creation of a new generation **project management** information system, which the authors have dubbed: Smart **Project Management** Information System (SPMIS). As the projects and their environments get more complex, subject to uncertainty, time and money pressures, the need for a really helpful and smart system to support the decision making and manage project information systematically, is accentuated. SPMIS will need to be flexible in accepting information sets, be instantaneous in terms of response, be comprehensive in terms of the range of functions which it can support and be intelligent in terms of analysis and overview of information sets held throughout the project life cycle. A review of the current systems shows that none has the range or capabilities sought. The SPMIS has been defined in a practical and objective manner. A review of the possibilities that the current systems' engineering techniques could offer has been included followed by a discussion on the need for setting up a project-specific information and integration model. Also, a 'centralised control' strategy has been advocated covering the entire core information transactions over the project life cycle. The SPMIS will be a future tool for proactive objective-focused management of the project. Its underlying design philosophy is based on creating conditions for synergy and for management of projects to achieve or exceed quite specific target values for stipulated objective functions such as project net present value or profitability index.

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20. ☐ **Large-scale Reengineering in Project Documentation and Workflow at Engineering Consultancy Companies** • ARTICLE
International Journal of Information Management, Volume 18, Issue 3, June 1998, Pages 215-224
L A Joia
Abstract | PDF (538 K)

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21. ☐ **Generational scheduling for dynamic task management in heterogeneous computing systems** • ARTICLE
Information Sciences, Volume 106, Issues 3-4, May 1998, Pages 219-236
Brent R. Carter, Daniel W. Watson, Richard F. Freund, Elaine Keith, Francesca Mirabile and Howard Jay Siegel

Abstract | Abstract + References | PDF (1098 K)

Heterogeneous computing (HC) is the coordinated use of different types of machines, networks, and interfaces in order to maximize performance and/or cost effectiveness. In recent years, research related to HC has addressed one of its most fundamental challenges: how to develop a schedule of tasks on a set of heterogeneous hosts that minimizes the time required to execute the given tasks. The development of such a schedule is made difficult by diverse processing abilities among the hosts, data and precedence dependencies among the tasks, and other factors. This paper outlines a straightforward approach to solving this problem, termed *generational scheduling* (GS). GS provides fast, efficient matching of tasks to hosts and requires little overhead to implement. This study introduces the GS approach and illustrates its effectiveness in terms of the time to determine schedules and the quality of schedules produced. A communication-inclusive extension of GS is presented to illustrate how GS can be used when the overhead of transferring data produced be some tasks and consumed by others is significant. Finally, to illustrate the effectiveness of GS in a real-world environment, a series of experiments are presented using GS in the SmartNet scheduling framework, developed at US Navy's facility at the Naval Command, Control, and Ocean Surveillance Center in San Diego, California.

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22. ☐ **The world's greatest project : Russell W Darnall *Project Management Institute 1996 173pp $19.95 ISBN 1 880410 36 2*** • BOOK REVIEW
International Journal of Project Management, Volume 16, Issue 2, April 1998, Page 129
Phil Austin
Abstract | Abstract + References | PDF (118 K)

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23. ☐ **Project management, Part II**
AAOHN Journal: Official Journal Of The American Association Of Occupational Health Nurses, Volume 46, Issue 2, February 1998, Pages 96-98
Eichenberger, J
Abstract-MEDLINE

[Journal Article; In English; United States]

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24. ☐ **Strategy implementation and project management** • ARTICLE
International Journal of Project Management, Volume 16, Issue 1, February 1998, Pages 43-50
Tony Grundy
Abstract | Abstract + References | PDF (787 K)

To date, strategy implementation and **project management** have largely developed quite separately and independently. But there are many opportunities for cross-fertilisation which are currently under-exploited both in theory and in practice.

A number of tools from strategic management, value management and from organizational change can be imported into **project management** to enrich traditional techniques considerably. These tools are particularly powerful when applied to complex, multi-functional projects which are entailed when attempting to turn business strategy into implementation. These tools can also be imported into mainstream **project management** practice.

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25. ☐ **Computer supported changes in project management** • ARTICLE
International Journal of Production Economics, Volume 54, Issue 2, 29 January 1998,

Pages 163-171
Sauli Karvonen
Abstract | Abstract + References | PDF (717 K)

Management of changes in project information is a special kind of controllability problem in project oriented industry. Based on customers' special needs delivery times of the projects have been reduced recently, and thus companies must also have improved the change management in order to gain a good punctuality of internal and external schedule of the projects. The paper describes a computer supported change management process that shows how a computer tool supports the project manager's decision making in a change situation during a delivery project as well as in the continuous business process improvement of a company.

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26. ☐ **Human resource skills for the project manager: The human aspects of project management : Volume Two, by Vijay K. Verma. Upper Darby, PA: Project Management Institute, 1996. 268 pages. $24.95** • BOOK REVIEW
Journal of Product Innovation Management, Volume 15, Issue 1, January 1998, Pages 99-100
Randy Englund
Abstract

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27. ☐ **Training for project management : IAN STAKES, Gower (1997), Volume 1: *Skills and Principles*, 350 pp., £150.00 and Volume 2: *Methods and Techniques*, 460 pp., £175.00 (Two-volume set £295.00)** • BOOK REVIEW
Long Range Planning, Volume 30, Issue 6, December 1997, Page 957
Abstract | Abstract + References | PDF (115 K)

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28. ☐ **Project management through windows** • PRODUCT REVIEW
The Lancet, Volume 350, Issue 9091, 29 November 1997, Page 1639
Shari Melman
SummaryPlus | Full Text + Links | PDF (168 K)

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29. ☐ **Developing and improving project management skills**
Journal Of AHIMA / American Health Information Management Association, Volume 68, Issue 10, November - December 1997, Pages 40, 42-43
Hilterbrand, C
Abstract-MEDLINE

[Journal Article; In English; United States]

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